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OTR 77-7581

Executive Registry

5 August 1977

MEMORANDUM FOR: Acting Deputy Director of
Central Intelligence

VIA: Acting Deputy Director
for Administration

FROM: Harry E. Fitzwater
Director of Training

SUBJECT: Assignment of Personnel to
Study Attached Problems

REFERENCE: Memo to Deputy Directors from A/DDCI,
dated 25 July 1977, Subject: The
Program of the Center for the Study
of Intelligence

1. Action: It is requested that the recommendations contained in paragraph 3 be approved and implemented.

2. Background:

a. As you are aware, there are two vexing problems confronting the Office of Training (OTR) that should be studied as to how we should proceed in these two areas. Since OTR personnel are so close to the problems, it would be difficult for anyone from this Office or, in fact, the DDA to be unbiased in preparing in-depth studies.

b. Because the response to reference is rather pessimistic, I am appealing to you for assistance. Of the two problems to be studied, Attachment 1 takes priority.

3. Recommendation: That qualified individual(s) be assigned to OTR for an unspecified period to prepare studies on the subjects contained in the attachment.

Harry E. Fitzwater

1 Attachment

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SUBJECT: Proposed Study of the Center for the Study of Intelligence

1. In 1973 Dr. Schlesinger, during his short tenure as Director, stated that the Agency was too isolated from outside thinking and thinkers. He suggested that we do more to bring the best thinkers inside to stimulate Agency personnel and do more to develop a better understanding of intelligence on the outside.

2. This guidance was acted upon in the Office of Training in two specific ways:

a. The Guest Speaker Program was established by which distinguished individuals are brought in to talk to groups in the Headquarters Auditorium once a month on a set schedule from October through May; personnel from the other Intelligence Community agencies as well as CIA are invited. This program has just finished its fourth year.

b. The other new activity was the establishment of the Center for the Study of Intelligence. Although the professional intelligence journal, Studies in Intelligence, had been in existence since the mid-1950s, in 1973 we still lacked a coherent body of literature which explained the processes of

intelligence comparable to the understanding of how foreign policy is made and executed.

3. The Center for the Study of Intelligence has been underway since 1975. It was initiated with the approval of the then CIA Management Committee, both with respect to the topics which might be studied and the concept that the individuals who undertake the research projects would be "Fellows" on detail from their parent offices to the Center. The Center's program also included a series of discussion groups on topics of vital interest to the Agency. Individuals have been invited to participate according to their interest and background, and the results published in the form of reports.

4. During its two years, the Center has had some marked successes in the form of research monographs and discussion groups, but it has recently encountered severe difficulties in developing research proposals and obtaining the first-class personnel necessary to work on them.

5. We think it is time to stand back and undertake an objective reading of the Center and its operations. Should the Center continue? If so, what types of subject matter should it cover? Is the concept of Fellows on detail a viable one for the future? Is there a better way to staff the Center? What should be the relationship between the Center and the publication Studies in Intelligence?

6. It would be ideal if a study could be conducted in the next several months as the first milestone in an MBO objective on the Center which OTR would like to prepare to the DDA. OTR has no one to do this study. Quite obviously, the person to do the study would have to be quite senior and have a good general knowledge and perception of the Agency from the top.